12th Annual Top 100 Fleets

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february 1991

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CAR AND LIGHT TRUCK FLEET AND LEASING MANAGEMENT MAGAZINE

Oldsmobile's 1992 Eighty Eight Royale

Remarketing in 1991

- What's the Best Method?
- 1990 Used Vehicle Survey

Captives Target Fleet Funding

Comparing Top-Selling Pickups

Consolidating Fleet Operations

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CAR AND LIGHT TRUCK FLEET AND LEASING MANAGEMENT MAGAZINE

February 1991
VOL. 30, NO. 4

Influencing the management of 4,952,000 cars and 2,070,000 light trucks and vans in business, leasing, rental, utility, government, police, and taxi fleets.

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On the Cover: The 1992 Olds Eighty Eight Royale debuts at the North American International Auto Show in Detroit. Pictured with the car is Chuck Dietrick, Oldsmobile's director of national fleet sales (left), and Mike Losh, general manager of Oldsmobile. See page 46.

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AUTOMOTIVE FLEET (ISSN 0005-1519) is published monthly except April, by Bobit Publishing Company, 2512 Artesia Blvd., Redondo Beach, California 90278. The contents of this publication may not be reproduced either in whole or in part without consent of Bobit Publishing. Please address ALL correspondence to the Editorial and Executive Offices at 2512 Artesia Boulevard, Redondo Beach, California 90278. Subscription Prices – United States: $24 per year, $40 for two years. Canadian $32 per year, $60 for two years. Single copy price – $2.00; Fact Book – $35. Number of cars operated and services must accompany the order. Second Class postage paid at Redondo Beach, California 90277-9998 and at additional mailing offices. POSTMASTER: Send address changes to Automotive Fleet, 2512 Artesia Boulevard, Redondo Beach, California 90278. Bobit Publishing also publishes *Auto Rental News, Bedroom Business Driver, Installation News, Fleet Financials, Limousine & Chauffeur, Metro, Contemporary Surgery, Contemporary Orthopaedics, School Bus Fleet, Security Sales, Sound Challenge, Canadian Automotive Fleet, Canadian Business Driver, Nails, Nail Tech News,* and *Showcase USA*.

State Gasoline Taxes Vary Widely

The Federal Excise Tax on gasoline was increased five cents a gallon to 14 cents in December 1990, however, state taxes still vary widely, from a low of four cents a gallon in Florida to 22 cents in Connecticut and Washington.

The following chart is a state-by-state breakdown, ranging from the highest tax to the lowest tax.

State	Tax	State	Tax
Connecticut	22¢	Nevada	16.5¢
Washington	22¢	New Mexico	16.2¢
Nebraska	21.9¢	Delaware	16¢
North Carolina	21.5¢	Kansas	16¢
Wisconsin	21.5¢	New Hampshire	16¢
Colorado	20¢	Oklahoma	16¢
Iowa	20¢	South Carolina	16¢
Ohio	20¢	West Virginia	15.5¢
Louisiana	20¢	Indiana	15¢
Minnesota	20¢	Kentucky	15¢
Montana	20¢	Michigan	15¢
Rhode Island	20¢	Texas	15¢
Tennessee	20¢	Vermont	15¢
Illinois	19¢	California	14¢
Utah	19¢	Arkansas	13¢
Maryland	18.5¢	Pennsylvania	12¢
Idaho	18¢	Alabama	11¢
Mississippi	18¢	Hawaii	11¢
Oregon	18¢	Missouri	11¢
South Dakota	18¢	New Jersey	10.5¢
Virginia	17.5¢	Wyoming	9¢
Arizona	17¢	Alaska	8¢
Maine	17¢	New York	8¢
Massachusetts	17¢	Georgia	7.5¢
North Dakota	17¢	Florida	4¢

GM and ETAK Modify License Agreement

ETAK reported that General Motors has amended the patent license and technology agreement between the two companies to allow ETAK to make its navigational technology available to other automakers building and selling cars in North America.

This option was part of the 1985 agreement that gave GM exclusive North American OEM rights to ETAK's dead reckoning and map-matching technology for in-vehicle navigation. All other aspects of the agreement, which continues in force until expiration of ETAK's patents, remain essentially unchanged.

"Now that GM is enabling us to license our navigation technology to other North American OEM automakers, we are confident we will see rapid introduction of on-board navigation by the entire U.S. auto industry," said Stanley Honey, ETAK's president.

ETAK maps are widely used by truck fleets for routing and scheduling, by dispatch centers for public safety and emergency vehicles, and by utilities for facilities management.

Ford Announces New Car Warranty Policy

Ford Motor Co. announced that 1991-model Ford and Mercury cars and Ford trucks will be covered by a basic 12-month/12,000-mile warranty.

An extended powertrain coverage of 48 months or 50,000 miles is offered with a $50 deductible per repair visit after the basic 12-month/12,000-mile period expires.

The new program replaces the six-year or 60,000-mile powertrain warranty previously offered.

In addition, Lincoln automobiles are now covered by a bumper-to-bumper program for 48 months or 50,000 miles, whichever comes first, with no deductible. Only tires, service adjustments, battery, normal maintenance, damage, and wear items such as brake pads are not covered.

Alternate Fuel Conversion Study Sought

Recent state legislation passed by the Louisiana legislature requires the commissioner of administration to not purchase or lease any vehicle after Sept. 1, 1991 unless it is capable of and equipped for using an alternative fuel, and as such meets or exceeds the federal Clean Air Act standards. In addition, 80 percent of the state-owned fleet must be capable of using alternate fuels by Sept. 1, 1998.

In response, the Louisiana Division of Administration, State Fleet Management is inviting proposals from interested firms to conduct a feasibility study and a cost/benefit analysis of the use of alternate fuels for Louisiana's motor vehicle fleet. Deadline for the proposal is March 15, 1991 at 10:00 a.m., Central time.

Additional information and/or request-for-proposals can be obtained by writing Mr. Louis Amedee, state fleet manager, P.O. Box 94095, Baton Rouge, Louisiana 70808-9095, or by calling (504) 342-6890.

What Are Your Fleet Remarketing Options?

Effective remarketing recaptures a percentage of a company's fleet investment, however, the key is more than just selling vehicles; it's using the best method to earn the highest price in the shortest period of time.

Today's fleet cars all have one thing in common: sooner or later they will need to be remarketed. The often-asked question by fleet managers is: "Which method of sales is best?" Today, the most widely-used avenues of disposing of used fleet units are auto auctions, sales to employees, trade-ins, returns to lessors, and wholesalers.

Each of these remarketing methods has unique advantages and disadvantages. However, the goal of used-vehicle remarketing is to achieve the highest available price in the shortest period of time. This means channeling the highest volume cars toward whichever method performs the best at any given time or with certain types of vehicles. This also means analyzing the existing used-car market and identifying which method is most likely to be successful.

The following article examines various remarketing methods and how they can be used for successful used-vehicle disposal.

Auto auctions are a leading remarketing outlet for used fleet units because of the features they offer, such as vehicle transport, reconditioning services, vehicle security, and condition reports. In addition, many fleets benefit financially from the competitive bidding process at auctions.

Competitive Bidding

Auto auctions are a leading distribution channel for used fleet units. According to the National Auto Auction Association, auto auctions offered between 10 and 11 million vehicles for sale in 1990.

Auto auctions typically provide specialized services to both sellers and purchasers of used fleet units, such as vehicle transport, condition reports, vehicle security, and reconditioning services. One key advantage of using auctions is their ability to generate competitive prices for used vehicles by exposing fleet vehicles to numerous buyers. "Auto auctions are the fairest method of vehicle remarketing because of competitive bidding," says Bob McDevitt, vice president, sales and marketing for Anglo American Auto Auctions. "During the auction process, used cars seek the level of their true worth."

Most auction chains offer fleets programs to assist in the remarketing process. For example, Anglo American's Auction Managed Fleet Plan offers management services designed to obtain competitive prices for fleet vehicles. By using a centralized computer system, Anglo's re-

marketing managers can consolidate nationwide inventories, recommend market pricing, administer paperwork, and process vehicle sale proceeds. In addition to their 25 auctions, Anglo has contracted with other auctions across the country to expand their locations to meet fleet needs.

"By using independent auctions, we can fill in the gaps where we don't have locations to remarket cars for our national accounts," says McDevitt. "Currently we have about 40 affiliated auction locations and we can increase that number at any time."

The process for remarketing a fleet vehicle can be handled from start to finish by an auction. The first step is consignment of the vehicle by the fleet manager, which can be done by either phone or fax. Most auctions then assign an account executive to work closely with the fleet manager. After the vehicle is delivered to the auction, the account executive and the fleet manager usually discuss reconditioning and decide which repairs will be made to the vehicle prior to sale. Many auctions also help establish the selling price for the vehicle. After the vehicle is sold and upon receipt of the title, the auction sends a check for the proceeds of the sale to the fleet.

Also, auctions can help fleets comply with various regulations involved with remarketing. "Auctions have mastered administrative details of local and state regulations," says McDevitt. "In addition, auctions have clerical staffs that are knowledgeable and make sure the sellers stay in compliance with the regulations. They send all the required paperwork along with the check."

Most Frequently Used Method of Vehicle Disposal

Method	Company-Owned	Company-Leased	Combined Totals
Return to lessor	3%	47%	26%
Sell to employee	25%	21%	23%
Auction	20%	19%	19%
Trade in	17%	4%	10%
Sell directly to public	14%	4%	9%
Sell to wholesaler	10%	4%	7%
Sealed bid auction	11%	1%	6%

Source: Runzheimer International

Bob McDevitt, vice president sales and marketing, Anglo American Auto Auctions

"Auto auctions are the fairest method of vehicle remarketing because of competitive bidding. During the auction process, used cars seek the level of their true worth."

Don't Forget Employees

The average percentage of cars sold by fleets to employees is 25 percent, according to a study conducted by the National Association of Fleet Administrators. In addition, these same studies have shown that selling used fleet units to employees is the most profitable method of vehicle disposal. After all, employees are the most familiar with a company's vehicles and will pay a good price for a clean, well-kept unit.

"Employee sales are our first consideration in vehicle remarketing because employees often pay more money for the car," says Richard Saqui, national fleet supervisor, Field Service Division, General Systems Sector for Motorola. "They know that the car has been well-maintained and is a sound investment. Also, they have an emotional attachment to the car. When we sell cars in the used-car market, we normally don't get as high a return as we do through employee sales."

Most companies offer used vehicles to employees based on figures published in used-car pricing guides. In addition, factors such as mileage, condition, and extra-cost options are figured into the final price. Some companies also make available limited service warranties that accompany the used fleet vehicle after purchase.

Trade-Ins for New Models

Both franchised new-car dealers and used-car retailers need good sources of saleable vehicles to satisfy retail demand. Oftentimes, low-mileage fleet cars are appealing to these dealers for retailing. Some fleets, particularly small fleets, can use this to their advantage and work with a local dealer to remarket fleet units.

The major difference between owned and leased fleets is that company-owned fleets search for alternative methods of disposal, avoiding a trade-in when possible. In fact, 17 percent of company-owned fleets cite trade-ins as their most frequent-

Most Financially Rewarding Method Of Vehicle Disposal

Method	Company-Owned	Company-Leased	Combined Totals
Sell to employees	32%	51%	41%
Sell directly to public	24%	11%	17%
Return to lessor	1%	22%	12%
Auction	13%	9%	11%
Trade in	12%	3%	7%
Sealed bids	14%	1%	8%
Sell to wholesaler	4%	3%	4%

*Source: Runzheimer International

ly used method of vehicle disposal. In addition, company-owned fleets tend to use sealed bids as a means of disposal more often than company-leased fleets.

Lessees Prefer Returns

According to Runzheimer International studies, returning cars to lessors is the most frequently used method of vehicle disposal among leased fleets (66 percent).

"One of the benefits of leasing is the ability of lessors to remarket cars," says Chuck Mayo, vice president of vehicle sales for United States Fleet Leasing. "Most companies are not selling vehicles day in and day out. Therefore, it's hard for them to stay up to date on all current used-car markets around the country. If they want to streamline operations, they need to look at the remarketing aspects of lessors."

Wholesalers Offer Quick Pick Up

Wholesalers are dealers who primarily buy from fleets and sell to dealers rather than to the public. In the past 15 years, the wholesaler has become a significant outlet for used fleet vehicles.

Wholesalers provide many of the same advantages that retail dealers do. These include quick pick up and sale of the vehicle and internal costs that may be lower than those of auctions or retail dealers. "When a fleet calls a wholesaler, the pick up is done within 24 hours," says Steve Rosenfeld, vice president, Bergen Auto Wholesalers of Astoria, NY. "We don't charge for selling the vehicle and we pay the company for the vehicle with a certified check within 24 hours of pick up."

Bergen Auto Wholesalers has 20 locations nationwide and annually sells between 3,000 and 4,000 vehicles, according to Rosenfeld. "Most of our business, 98 percent, is fleet cars," says Rosenfeld. "But we also deal with fleet trucks and equipment."

One advantage cited by Rosenfeld for using wholesalers is the convenience they offer.

"When a fleet wants to dispose of a vehicle, we can pick up that car at anytime, even at night," says Rosenfeld. "In addition, a fleet can be assured that we are qualified to transport cars because all of our drivers are licensed and bonded to do the job."

Another advantage is that wholesalers often are willing to pay competitive prices for used fleet units. "Wholesalers pay higher prices because they have a need for the vehicle," says Saqui. "Rather than taking a chance of sending the car through the bidding process at an auction, we try wholesalers first."

"Employee sales are our first consideration in vehicle remarketing because employees often pay more money for the car. They know that the car has been well-maintained and is a sound investment. Also, they have an emotional attachment to the car."

—Richard Saqui
Motorola

Weighing Your Options

Before selecting a remarketing avenue for used fleet units, consider a number of factors involved with used-car marketing. First, ask the question: "How much administrative work do I want to put into remarketing?" The answer should narrow the choices down. For example, if employee sales becomes too burdensome administratively, other methods might be more beneficial, such as trade-ins or wholesalers.

Next, analyze the used-car market in your area. Certain car models sell better in specific parts of the country. If your fleet has vehicles that will sell better elsewhere, auctions should be considered.

Also, time is money when it comes to remarketing. If a company likes to dispose of fleet units quickly, wholesalers are a strong option.

Finally, analyze which remarketing method will produce a higher bottom line and recoup costs, which is the overall objective of used-vehicle remarketing. AF

Fleets Extending Recycling Periods

The National Association of Fleet Administrators' 1990 Used Vehicle Marketing Survey represents the strategies of various industries which report that vehicles are kept an average of eight months longer than specified by fleets two years ago.

American fleets continue to utilize the traditional methods for used vehicle marketing — auto auctions again were the first choice for vehicle remarketing, with employee sales registering a distant second, according to the latest study by the National Association of Fleet Administrators (NAFA). Conducted among 133 U.S. fleets representing 115,326 managed vehicles, the survey sought to discover the developing trends in this increasingly important aspect of fleet management.

Respondents represented more than a dozen different industries and were responsible for the 1989 calendar-year sale of 11,819 automobiles, 3,569 vans, and 3,028 light-duty trucks from the 1987-89 model-years.

The resale age and mileage of vehicles increased from the 1988 survey. In 1988, vehicles averaged 32 months and 64,540 miles before being turned in for resale. Broken out by type of vehicle for those sold in 1989, autos averaged 40 months and 73,980 miles, for vans, 56 months and 73,120 miles, and for light-duty trucks, 68 months and 72,483 miles. To determine selling prices, 43 percent of fleet managers use a leasing company estimate, up

Average Number of Months and Miles on Each Types of Vehicle Sold in 1989

Autos	
Months	Miles
40	73,980
Vans	
Months	Miles
56	73,120
Light-Duty Trucks	
Months	Miles
68	72,483

How Many of Each Type of Vehicle was Sold Through Each Method in 1989?

	Autos					Vans					Light-Duty Trucks				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Banking/Finance	193	174	19	0	2	0	23	0	0	0	0	0	0	0	0
Chemicals & Petroleum	45	51	17	0	111	101	113	106	101	100	106	30	102	43	121
Communications	64	0	6	0	0	0	0	0	0	0	0	0	30	0	0
Consumer Mfg.	387	494	191	7	0	41	37	8	3	0	3	12	0	0	0
Drugs & Cosmetics	576	1,446	725	9	0	110	106	99	100	99	101	108	99	99	99
Electronics	156	264	0	0	0	75	177	0	0	0	0	0	0	0	0
Food & Beverage	394	611	395	11	0	12	0	106	0	0	5	2	54	0	0
Gov't./Law Enf.	380	3,505	699	101	20	112	523	100	3	0	73	777	60	2	0
Insurance	403	439	441	186	45	2	0	2	0	10	1	2	0	0	0
Industrial Mfg.	288	169	338	0	7	85	55	161	0	0	139	24	85	0	10
Public Utility	551	852	26	0	1	143	191	14	2	25	662	753	37	3	121
Service Org.	0	207	329	0	0	29	32	26	0	0	0	28	0	0	0
Other	541	765	66	49	31	12	58	0	0	2	61	246	1	18	43
Total U.S.	**4,068**	**8,982**	**3,252**	**418**	**217**	**722**	**1,315**	**622**	**209**	**236**	**1,151**	**1,982**	**468**	**165**	**394**

1 = Employees, 2 = Auctions, 3 = Wholesalers, 4 = New-Car Dealers, 5 = Used-Car Dealers

from 18.1 percent in the 1988 study. The next most popular method, *Automotive Market Report*, dropped from 53.6 percent to 34 percent this year. "What we are seeing here is simply a reliance on a different source for the same information," says Clyde Hillwig, publisher and editor of the *Automotive Market Report*. "Our circulation hasn't dropped at all, and the majority of leasing companies subscribe to our report on magnetic tape and put it on-line for fleet managers to access. As more fleet managers work with leasing companies, it is easier for them to get the information this way."

Actual Written Replacement Policies for Each Types of Vehicle in Fleet

Autos	
Months	Miles
42	63,100
Vans	
Months	Miles
54	71,500
Light-Duty Trucks	
Months	Miles
62	75,600

When asked what percentage of the original price fleet managers recovered from their remarketed automobiles, 35 percent said that they received 30-40 percent return on investment; 22 percent said that they received 20-30 percent for vans; and 39 percent got 20-30 percent return for light trucks. This data is new information not covered in previous surveys.

According to the *Automotive Lease Guide*, this is consistent with the 35-37 percent return (on MSRP) typically received on remarketed lease cars, which is a significant drop from the 40-50 percent return earned in the early 1980s. "If this trend continues," says Doug Aiken, publisher of *Automotive Lease Guide*, "it's con-

Frequency Vehicles are Reconditioned Before Being Sold

	Always	Often	Sometimes	Rarely	Never
Banking/Finance	0	0	0	0	100%
Chemicals & Petroleum	0	0	11%	35%	56%
Communications	0	0	0	100%	0
Consumer Manufacturing	0	0	50%	0	50%
Drugs & Cosmetics	0	20%	30%	50%	0
Electronics	0	0	0	0	100%
Food & Beverage	0	10%	40%	30%	20%
Govt./Law Enforcement	4%	21%	14%	25%	36%
Insurance	0	6%	38%	25%	31%
Industrial Manufacturing	0	0	13%	62%	25%
Public Utility	6%	6%	28%	22%	38%
Service Organization	0	0	67%	0	33%
Other	0	0	6%	50%	44%
Total	**2%**	**8 %**	**23 %**	**31%**	**36%**

Average Reconditioning Expense per Vehicle

	PERCENTAGES					
	$0	Less than $100	$101-$300	$301-$500	$501-$700	More than $700
Banking/Finance	100%	0	0	0	0	0
Chemicals & Petroleum	56%	33%	0	0	11%	0
Communications	0	100%	0	0	0	0
Consumer Manufacturing	40%	20%	40%	0	0	0
Drugs & Cosmetics	0	25%	62%	0	0	13%
Electronics	50%	0	0	50%	0	0
Food & Beverage	50%	10%	10%	20%	0	10%
Govt./Law Enforcement	38%	35%	19%	8%	0	0
Insurance	31%	31%	32%	0	6%	0
Industrial Manufacturing	38%	37%	0	25%	0	0
Public Utility	36%	32%	32%	0	0	0
Service Organization	100%	0	0	0	0	0
Other	54%	33%	13%	0	0	0
Total	**39%**	**30%**	**21%**	**6%**	**2%**	**2%**

Number of Responding Fleets	
Industry Classification	
Banking/Finance	3
Chemicals & Petroleum	9
Communications	2
Consumer Manufacturing	6
Drugs & Cosmetics	10
Electronics	2
Food & Beverage	10
Govt./Law Enforcement	29
Insurance	16
Industrial Manufacturing	8
Public Utility	19
Service Organization	3
Other	16
Total	**133**

ceivable that it may drop to 33 percent in 1994 for a higher cost vehicle. So your actual dollar depreciation is going to escalate."

As is typical, 36 percent of responding fleet managers say that they "never" recondition vehicles before sale; 31 percent responded that they "rarely" recondition; 23 percent "sometimes" recondition; and eight percent recondition "often." Only two percent say that they "always" recondition. Of the fleet managers who do recondition, 30 percent say that they spend less than $100. Twenty-one percent say that they spend between $101 and $300, while six percent spend between $301 and $500. Two percent said that they spend between $501 and $700, and another two percent spend more than $700.

Changes cited by fleet managers for the coming year include the selection of option packages, for which 32 percent said they planned to order differently, in the hopes of increasing resale returns. "Of course, loaded cars bring more at auction," says Pete Lukasiak, executive director of the National Auto Auction Association.

Percentage of Original Price Recovered from the Sale of Each Type of Vehicle

	Less than 10%	10-20%	20-30%	30-40%	40-50%	50-60%	60% and over
Banking/Finance	100	0	0	0	0	0	0
Chemicals & Petroleum	25	50	0	25	0	0	0
Communications	0	100	0	0	0	0	0
Consumer Mfg.	0	0	0	17	83	0	0
Drugs & Cosmetics	0	0	0	57	43	0	0
Electronics	0	0	0	0	100	0	0
Food & Beverage	0	0	17	50	33	0	0
Gov't./Law Enf.	5	26	38	21	0	5	5
Insurance	0	0	0	40	20	30	10
Industrial Mfg.	0	0	0	50	50	0	0
Public Utility	0	46	18	27	9	0	0
Service Org.	50	0	50	0	0	0	0
Other	0	9	9	64	18	0	0
Total Automobiles	**5**	**17**	**14**	**35**	**21**	**6**	**2**
Banking/Finance	0	0	0	0	0	0	0
Chemicals & Petroleum	50	0	0	50	0	0	0
Communications	0	0	0	0	0	0	0
Consumer Mfg.	0	0	0	0	50	50	0
Drugs & Cosmetics	0	0	0	0	0	0	0
Electronics	0	0	0	0	0	0	100
Food & Beverage	0	33	33	0	0	34	0
Gov't./Law Enf.	0	29	21	29	7	7	7
Insurance	0	0	50	0	0	0	50
Industrial Mfg.	0	0	33	0	33	0	34
Public Utility	11	33	34	22	0	0	0
Service Org.	50	50	0	0	0	0	0
Other	14	0	14	14	29	0	29
Total Vans	**9**	**20**	**22**	**18**	**11**	**7**	**13**
Banking/Finance	0	0	0	0	0	0	0
Chemicals & Petroleum	0	0	75	0	25	0	0
Communications	100	0	0	0	0	0	0
Consumer Mfg.	0	50	0	0	50	0	0
Drugs & Cosmetics	0	0	0	0	0	0	0
Electronics	0	0	0	0	0	0	0
Food & Beverage	0	0	0	100	0	0	0
Gov't./Law Enf.	0	13	55	13	13	0	6
Insurance	0	0	100	0	0	0	0
Industrial Mfg.	33	0	33	0	34	0	0
Public Utility	0	40	30	30	0	0	0
Service Org.	100	0	0	0	0	0	0
Other	17	0	17	33	33	0	0
Total Light-Duty Trucks	**9**	**16**	**39**	**18**	**16**	**0**	**2**

"I believe that part of what you see in regards to this study is that manufacturers are finally responding to what fleet managers want." Lukasiak believes that fleet managers may be changing the options they order because of the greater availability of free-flow options. "If you look at auction guidebooks, automatic transmissions and air conditioning aren't even listed as options anymore," he says. "At last year's NAFA convention, GM Chairman Robert Stempel literally received a standing ovation when he told the crowd that GM planned to change and offer more free-flow options to fleets." AF

Top 100

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
1	1	Federal Express Corp. Memphis, TN	Jim Gwinner	X	Fleetmark, ARI	90	24,316	24,406
2	2	Quality Bakers America Greenwich, CT	David I. Armstrong	X	—	2,900	17,000	19,900
3	3	Sears, Roebuck & Co. Chicago, IL	William H. Jones III	X	—	91	15,006	15,097
4	4	Xerox Corp. Rochester, NY	Ron Pink	—	LMV	6,000	9,000	15,000
5	6	Digital Equipment Corp. Maynard, MA	Frank Perry	—	PHH, GEC Fleet	11,450	600	12,050
6	5	Frito-Lay, Inc. Dallas, TX	Tom Smith	X	—	700	11,000	11,700
7	7	State Farm Insurance Co. Bloomington, IL	Thomas D. Sours	X	—	11,160	327	11,487
8	11	Eastman Kodak Co. Rochester, NY	Mark Hardway	X	PHH	7,639	1,718	9,357
9	8	Continental Baking Co. St. Louis, MO	Paul J. Walsh J.L. Eber	X	—	400	8,868	9,268
10	10	ARA Services, Inc. Philadelphia, PA	Ralph Jamic	X	GEC Fleet	2,860	5,885	8,745
11	12	Chesapeake & Potomac Silver Spring, MD	James Boles	—	Metlife	2,222	6,142	8,364
12	98	Hewlett-Packard Co. N. Hollywood, CA	Craig Kundrotas	X	—	7,165	108	7,273
13	14	Minnesota Mining & Manufacturing St. Paul, MN	R.A. (Dick) Martinson	X	—	5,744	1,525	7,269
14	24	Borden, Inc. Columbus, OH	Al Botbyl (Dairy) Bill Talmadge (Pkg) Frank Smepak (Snacks) Jim Pryor (Groceries)	X	Beafinser, Bank Amerilease, Ryder	1,090	6,085	7,175
15	13	Tupperware Home Parties Orlando, FL	John Bandy Jim Metcalf	—	Wheels	7,000	0	7,000

STATISTICS

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
16	16	Honeywell, Inc. Minneapolis, MN	Mike Robinson	—	GEC Fleet, PHH	4,282	2,550	6,832
17	89	Service Corp. Int'l Stamford, CT	Allen Bellatoni Gary Sanders (Houston)	X	Wheels, PHH	2,405	4,151	6,556
18	18	Motorola, Inc. Schaumburg, IL	J. Baxter (C&E) R. Saqui (Gen Sys) P. Burgeson (Codex) N. Johnson (SPS)	X	—	4,800	1,700	6,500
19	21	Shell Oil Co. Houston, TX	Doug Wildman Larry Leverett	X	ARI	1,953	4,484	6,437
20	34	Dow Chemical U.S.A. Midland, MI	Tom Madden Sue Soper	—	McCullagh, GEC Fleet, Wheels	3,691	2,464	6,155
21	15	Ashland Oil, Inc. Ashland, KY	William D. Bloss Ron L. Chapman	X	PHH, GEC Fleet, BLC Corp.	1,800	4,191	5,991
22	64	Texaco Inc. White Plains, NY	Art Fritz	—	PHH	1,925	3,575	5,500
23	31	E.I. DuPont de Nemours & Co. Wilmington, DE	Richard G. Prettyman	—	PHH	3,228	2,258	5,486
24	23	Interstate Brands Corp. Kansas City, MO	Gary Pasche	X	—	290	5,190	5,480
25	27	Mary Kay Cosmetics Dallas, TX	Steve Morton	—	ARI	5,398	0	5,398
26	26	Exxon Co. USA Houston, TX	John Dewees Jim Caldwell	X	ARI	1,900	3,300	5,200
27	179	Chemlawn Columbus, OH	Ken Cheverko	X	BLC Truck Leasing, Triathalon	234	4,848	5,082
28	28	Goodyear Tire & Rubber Co. Akron, OH	George Platis	X	PHH	1,517	3,542	5,059
29	29	Smith Kline Beecham Philadelphia, PA	Sandi Nicotera	—	Wheels, PHH	4,600	400	5,000
30	20	Westinghouse Electric Corp. Pittsburgh, PA	Lou Dobak	X	PHH, GEC Fleet, LMV	3,000	2,000	5,000
31	25	Campbell Taggart, Inc. Dallas, TX	Ray Grzywinski	X	Penske	700	4,200	4,900

STATISTICS

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
32	44	Amoco Corp. Chicago, IL	Richard Lynch	X	—	1,200	3,675	4,875
33	45	Rollins, Inc. Atlanta, GA	John Willis	—	B&M, World Omni	750	3,671	4,421
34	41	TW Services Spartanburg, SC	Helen Cook	X	ARI	1,100	3,200	4,300
35	36	Aetna Life & Casualty Hartford, CT	Martin F. Crean	—	Wheels	4,139	146	4,285
36	54	Merck & Co., Inc. Rahway, NJ	Art Welton	X	PHH	3,949	163	4,112
37	84	VPSI Troy, MI	Stephen D. Grafe	X	—	107	3,930	4,037
38	38	Philip Morris USA New York, NY	Gregory Tarring Janice Groele	—	PHH, GEC Fleet	1,000	3,000	4,000
39	82	Terminix, Inc. Memphis, TN	Andy Gunnell	—	Wheels	850	3,000	3,850
40	50	CSX Transportation Jacksonville, FL	Jim Fronckoski	X	ARI, Bank Amerilease	295	3,530	3,825
41	49	ADT Security Systems Parsippany, NJ	John Africano	X	GEC Fleet	900	2,900	3,800
42	42	American Home Products New York, NY	Elizabeth Witkowski	—	Wheels	3,700	100	3,800
43	39	Union Carbide, Corp. Danst[illegible]y, CT	Fred Glantzberg	—	Wheels, ARI	3,400	400	3,800
44	55	Crawford & Company Atlanta, GA	Wanda Ellison	—	B&M Equipment Leasing	3,600	125	3,725
45	46	Travelers Companions Hartford, CT	Patrick O'Sweeney	—	PHH	3,573	117	3,690
46	48	Phillips Petroleum Co. Bartlesville, OK	James I. Grillot Gary R. Harrington	X	—	692	2,926	3,618
47	43	Procter & Gamble Cincinnati, OH	Clarence O'Dell	X	—	3,600	0	3,600
48	37	R.J. Reynolds Tobacco Co. Winston-Salem, NC	Larry Giddens	—	PHH	1,500	2,000	3,500

STATISTICS

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
49	32	Tenneco Inc. Houston, TX	Tiny Robertson	X	—	400	3,000	3,400
50	33	Service America Corp. Stamford, CT	Wilber O. Wachter	X	PHH, Wheels	893	2,500	3,393
51	63	Nabisco Brands, USA East Hanover, NJ	Bill Kittle	—	PHH	2,180	1,200	3,380
52	102	McKesson Corp. San Francisco, CA	Beverly Heim	—	USFL	1,241	2,131	3,372
53	51	Norfolk Southern Roanoke, VA	Sam Hammett	X	—	834	2,491	3,325
54	67	Marathon Oil Co. Houston, TX	Liz Nikel	X	PHH, Wheels	820	2,480	3,300
55	59	Revlon, Inc. Edison, NJ	Kathy Poppe	—	GEC Fleet	3,230	35	3,265
56	56	Burlington Northern Railroad St. Paul, MN	John Long	X	—	650	2,600	3,250
57	70	Farmers Insurance Group Los Angeles, CA	Gene Grembowski	X	—	3,061	97	3,158
58	62	General Electric Med. Sys. Waukesha, WI	Ed Todl	—	GEC Fleet	1,640	1,510	3,150
59	65	Johnson Controls, Inc. Milwaukee, WI	Bob Borchert	—	GEC Fleet, Southgate, Wheels	260	2,830	3,090
60	52	General Electric ConsumerService Louisville, KY	Philip Schilling	X	GEC Fleet	0	3,018	3,018
61	66	North American Phillips Corp. New York, NY	Marina Alexiou	X	ARI	3,000	3	3,003
62	—	Disney Enterprises Burbank, CA	Ben Reade Daniel Buek Darrell Albers	X	—	1,500	1,500	3,000
63	61	Kraft, Inc. Retail Food Group Glenview, IL	W.R. Roberts	—	GEC Fleet	3,000	0	3,000
64	53	Pfizer, Inc. New York, NY	Gordon B. West	X	Wheels, PHH	2,883	55	2,938

STATISTICS

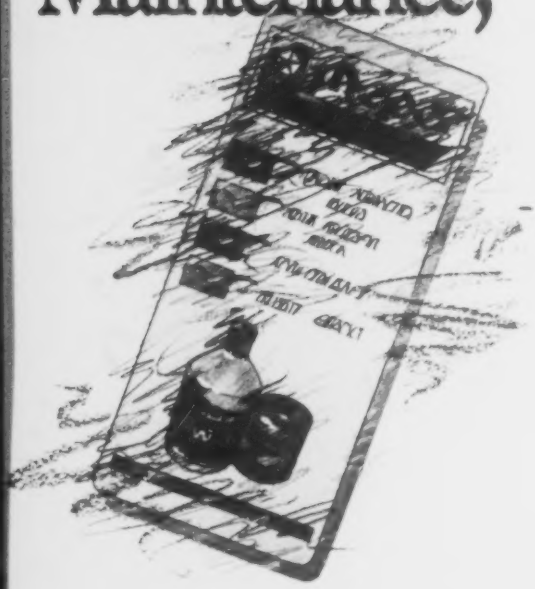
'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
65	70	Greyhound Dial Corp. Phoenix, AZ	Pierce Walsh	—	PHH	1,875	1,005	2,880
66	72	Warner Lambert Co. Morris Plains, NJ	Ed Olesky	—	Wheels, PHH	2,835	0	2,835
67	57	General Electric Ind. & Pwr. Sys. Norcross, GA	Carmen Noakes	X	GEC Fleet	2,260	565	2,825
68	167	United Artists Denver, CO	Fran Spencer	X	—	150	2,650	2,800
69	77	McDonalds Corp. Oakbrook, IL	Susan Miller	X	—	2,669	46	2,715
70	73	ECOLAB Inc. St. Paul, MN	Jerry Rodewald	X	GEC Fleet	1,700	1,000	2,700
71	87	The Upjohn Co. Kalamazoo, MI	S. Levine J. Perry L. Webster	X	Wheels	2,100	580	2,680

Roadside Assistance,

Food And Lodging,

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
72	96	Abbott Laboratories Abbott Park, IL	Rich Derreberry	—	Wheels, PHH, GEC Fleet	2,480	150	2,630
73	80	Keebler Co. Elmhurst, IL	William Stanley	—	GEC Fleet, Wheels, Emkay	2,050	550	2,600
74	81	Whitman Corp. Chicago, IL	Geraldine Marquart	—	GEC Fleet	1,900	700	2,600
75	94	Bristol-Myers USPNG Evansville, IN	Steve Vandever	—	PHH, Wheels	2,304	272	2,576
76	165	National Linen Service Atlanta, GA	Tom Spight	X	—	125	2,441	2,566
77	58	Cox Enterprises Atlanta, GA	Patsy Brownson	X	ARI, Wheels	416	2,113	2,529
78	—	Union Pacific Systems Omaha, NE	Jerry Covey	X	GEC Fleet	568	1,950	2,518

Scheduled Maintenance,



And All The Nuts And Bolts.

To help keep your fleet vehicles running smoothly, our Ultimate Customer Care plan covers a lot of ground.

You see, our nuts and bolts protection picks up where the warranty leaves off, encompassing over 700 components, from the hood latch to the trunk release, from the logic module to the map sensor.

We cover ignition and wiring systems, front and rear suspension, door hinges and locks, alternator, water pump—even the radio.

Most importantly, our protection includes much of the sophisticated electronics found in today's cars and trucks. So, we'll cover the cost of repairs when the computer chips are down.

To help keep drivers safe and sound, we also provide 24-hour roadside assistance, alternate transportation, food and lodging, and scheduled maintenance coverage.

So for comprehensive fleet protection, call us at 1-800-423-6343.

We'll be glad to assist you at every turn.

CHRYSLER SERVICE CONTRACTS

Advantage: Chrysler. *We sell satisfaction.*

STATISTICS

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
79	93	Cigna Corp. Philadelphia, PA	Tina Kourakos	X	PHH	2,400	100	2,500
80	91	Textron, Inc. Providence, RI	Howard Maurer	X	PHH	1,800	600	2,400
81	—	DHL Airways Redwood City, CA	Rick Marquette O.J. Plotner	X	ARI, GEC Fleet	0	2,400	2,400
82	110	Baxter Healthcare Corp. Deerfield, IL	Patrick Sheehan	—	Wheels, GEC Fleet	1,600	800	2,400
83	92	PPG Industries Pittsburgh, PA	Debbie Durick	X	GEC Fleet	1,328	1,066	2,394
84	—	Teledyne, Inc. Los Angeles, CA	Jim Stockwell	X	—	1,900	400	2,300
85	106	Eli Lilly & Co. Indianapolis, IN	Hal Olsen Sue Webster Rita Rogers	—	Wheels	2,037	213	2,250
86	100	Nationwide Insurance Co. Columbus, OH	Gail Royer	—	Wheels	2,185	35	2,220
87	90	ITT Hartford Hartford, CT	Diane Brittell	—	PHH	2,114	94	2,208
88	79	Diebold Inc. Canton, OH	Linda Taylor	—	PHH	600	1,600	2,200
89	119	Shaklee Corp. San Francisco, CA	Janice Williamson	—	In-house	2,000	150	2,150
90	—	Enron Corp. Houston, TX	Don Conant	X	PHH, ARI	400	1,700	2,100
91	123	USF&G Insurance Baltimore, MD	James Myers	X	—	2,056	15	2,071
92	113	Fleming Companies, Inc. Oklahoma City, OK	Wayne Lankford	—	USFL	1,449	552	2,001
93	60	Hoffmann-LaRoche Nutley, NJ	Denise Gizzo	X	PHH, Wheels	1,700	300	2,000
94	71	Ogden Allied Service Corp. New York City, NY	Joe Smith	X	—	650	1,300	1,950
95	95	Hoechst Celanese Somerville, NJ	Bruce Winter Isabel Bogusz	—	Wheels	1,538	390	1,928

STATISTICS

'91 Rank	'90 Rank	Company Name & Headquarters	Fleet Contact	Co. Owned	Lessor(s)	# Cars	# Trucks & Vans	Total
96	121	Pony Express Courier Corp. Charlotte, NC	William Glasheen	—	Associates	80	1,847	1,927
97	122	Brown & Williamson Tobacco Corp. Louisville, KY	Charles M. (Mike) Cooley	X	—	632	1,281	1,913
98	126	Asea Brown Boveri Windsor, CT	Donald LePard	—	ARI, McCullagh	1,500	400	1,900
99	85	American Building Maintenance San Francisco, CA	Ellie Walsh	—	PHH	1,000	900	1,900
100	78	Sherwin-Williams Co. Cleveland, OH	David Hall Mike Novicki	—	Wheels, McCullagh	900	1,000	1,900
Totals						227,698	245,931	473,629

Automotive Fleet's Top 100

Alphabetical Cross Reference

Company Name	Rank
Abbott Laboratories	72
ADT Security Systems	41
Aetna Life & Casualty	35
American Building Maintenance	99
American Home Products	42
Amoco Corp	32
ARA Services, Inc	10
Asea Brown Boveri	98
Ashland Oil, Inc	21
Baxter Healthcare Corp	82
Borden, Inc.	14
Bristol-Myers USPNG	75
Brown & Williamson Tobacco Corp	97
Burlington Northern Railroad	56
Campbell Taggart, Inc	31
Chemlawn	27
Chesapeake & Potomac	11
Cigna Corp	79
Continental Baking Co	9
Cox Enterprises	77
Crawford & Company	44
CSX Transportation	40
DHL Airways	81
Diebold Inc	88
Digital Equipment Corp	5
Disney Enterprises	62
Dow Chemical U.S.A.	20
E.I. DuPont de Nemours & Co	23
Eastman Kodak Co	8
ECOLAB Inc	70
Eli Lilly & Co	85
Enron Corp	90
Exxon Co. USA	26
Farmers Insurance Group	57
Federal Express Corp	1
Fleming Companies, Inc	92
Frito-Lay, Inc	6
General Electric Consumer Service	60
General Electric Ind. & Pwr. Sys	67
General Electric Med. Sys	58
Goodyear Tire & Rubber Co	28
Greyhound Dial Corp	65
Hewlett-Packard Co	12
Hoechst Celanese	95
Hoffmann-LaRoche.	93
Honeywell, Inc.	16
Interstate Brands Corp	24
ITT Hartford	87
Johnson Controls, Inc	59
Keebler Co	73
Kraft, Inc. Retail Food Group	63
Marathon Oil Co	54
Mary Kay Cosmetics	25
McDonalds Corp	69
McKesson Corp	52
Merck & Co., Inc	36
Minnesota Mining & Manufacturing	13
Motorola, Inc	18
Nabisco Brands, USA	51
National Linen Service	76
Nationwide Insurance Co	86
Norfolk Southern	53
North American Phillips Corp	61
Ogden Allied Service Corp	94
Pfizer, Inc.	64
Philip Morris USA	38
Phillips Petroleum Co	46
Pony Express Courier Corp	96
PPG Industries	83
Procter & Gamble	47
Quality Bakers America	2
R.J. Reynolds Tobacco Co	8
Revlon, Inc	55
Rollins, Inc	33
Sears, Roebuck & Co	3
Service America Corp	50
Service Corp. Int'l	17
Shaklee Corp	89
Shell Oil Co	19
Sherwin-Williams Co	100
Smith Kline Beecham	29
State Farm Insurance Co	7
Teledyne, Inc	84
Tenneco Inc	49
Terminix, Inc	39
Texaco Inc	22
Textron, Inc	80
Travelers Companions	45
Tupperware Home Parties	15
TW Services	34
Union Carbide, Corp	43
Union Pacific Systems	78
United Artists	68
Upjohn Co	71
USF&G Insurance	91
VPSI	37
Warner Lambert Co	66
Westinghouse Electric Corp	30
Whitman Corp	74
Xerox Corp	4

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A Look At Top-Selling Fleet Pickups

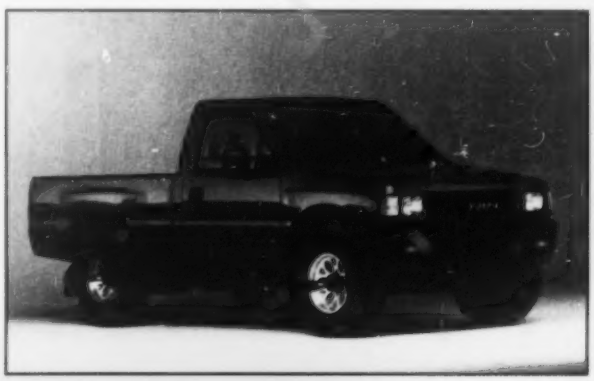
Light and medium trucks registered by fleets accounted for 13 percent of all truck registrations in the first eight months of 1990. For a closer look at the 1991 pickup market, outlined below are the industry's top-selling models.

American Isuzu

American Isuzu's largest selling fleet pickup, the Standard Bed with a 2.3-liter engine, now features a 3.1-liter V-6 engine as an option for 1991.

All Isuzu pickups offer a standard rear-wheel anti-lock brake system to prevent lock-up during panic stops. Other safety features on Isuzu pickups include four-wheel disc brakes, triple skid plates, and engine warning lamps. In addition, all Isuzus are covered by a 72-month corrosion warranty against rust-through.

Standard features for the Standard Bed include tilt steering, double-wall cargo bed, halogen headlamps, and front vent windows. Features such as a rear step bumper, bedliner, and a convenience package with power windows and cruise control can be ordered as options.



The American Isuzu Standard Bed features a new 3.1-liter V-6 engine as an option in 1991.

Chevrolet's C/K pickup line adds a new, optional 7.4-liter V-8 engine for the 1991-model year.

Chevrolet

Chevrolet's C/K line of pickup trucks adds a new 7.4-liter V-8 engine and an electronically controlled heavy-duty four-speed automatic overdrive transmission in 1991.

Powertrain improvements on all 1991 C/K models include a new 220 Series throttle body injection system and SD 260 starter motor.

New equipment options available in 1991 on C/K pickups include a

Dodge's leading fleet pickup, the D150, comes standard with a 3.9-liter EFI V-6 engine. New features for 1991 include a redesigned rear bumper and tilt steering.

The F-150 pickup from Ford offers improved corrosion protection and an electronic four-speed overdrive transmission (E40D) in 1991. Also, new F-Series options include an electric shift transfer case on F-150 4x4 models.

The Sierra, GMC's top-selling fleet pickup, is equipped with 4.3-liter Vortec V-6 engine and independent front suspension. New options in 1991 are an under-the-rail bedliner and an analog instrument cluster with tachometer.

bedliner, tow hooks, high back, reclining front bucket seats, and gage cluster with tachometer.

In addition, a new-for-1991 model is the C3500 HD Series Chassis-Cab. This new model comes with a 5.7-liter V-8 standard engine or an optional 7.4-liter V-8.

Dodge

Dodge's leading fleet pickup, the D150, offers a standard 3.9-liter EFI V-6 engine mated to a five-speed manual overdrive transmission. Optional 5.2- and 5.7-liter engines are also available, as well as three-speed and four-speed automatic transmissions.

Dodge also offers a variety of GVW ratings and axle ratios, plus a choice of short wheelbase or long wheelbase models. Four-wheel-drive 150 and 250 Dodge Power Ram Pickups feature standard Ram-Trac shifting which allows drivers to go from two- to four-wheel drive on the fly.

New features for 1991 include a redesigned rear bumper for increased towing capacity, tilt steering, a new tailgate applique, and an optional GVW on the D150 Long Wheelbase model of 6,200 lbs.

The Dakota, another leading fleet pickup from Dodge, is available in two- or four-wheel drive in 1991 and offers a standard 3.9-liter EFI V-6 engine on 4x4 and Sport models. In addition, an optional V-8 engine is available.

Standard features for Dakota models include tinted windows, corrosion and anti-chip protection, rear anti-lock brakes, and a storage tray. A rear step bumper, power door locks, tachometer, and a 22-gallon fuel tank are available as options.

Pickup Fleet Registrations 1989 vs. 1990-Model Year

Make/Model	1989	1990
American Isuzu*		
Standard Bed	N/A	3,928
Chevrolet		
C/K Truck	32,026	41,614
S-10 Truck	10,369	8,895
R/V Truck	9,530	1,989
Dodge		
Ram 50	358	296
Dakota	6,719	4,107
D150/D250/D350	10,746	11,844
Ford		
Ranger	17,097	20,838
F-150/F-250/F-350	73,751	71,906
GMC*		
Sonoma (S-15)	3,383	2,362**
Sierra	15,598	13,380**
Mazda		
Pickup	5,478	4,336
Mitsubishi		
Mighty Max	46	45
Nissan		
Hardbody	8,972	9,078
Toyota		
4x2 Pickup	12,262	7,992
4x4 Pickup	4,988	3,159

* Calendar Year figures
** Through October 1990

Ford

The F-150 pickup continues to be Ford's leading fleet seller. For 1991, all Ford F-Series trucks come with greater corrosion protection and availability of an electronic four-speed overdrive transmission (E4OD).

Improved corrosion protection is achieved through increased use of two-sided galvanized steel for the hood, tailgate, dash panels, and doors.

E4OD availability for 1991 includes models powered by the Ford 5.0-liter EFI V-8 engine. The E4OD was first introduced on F-Series trucks in the 1989-model year.

New F-Series options for 1991 include a bodyside two-tone paint on regular and SuperCab models, "Touch Drive" electric shift transfer case on F-150 4x4 models, and lower accent two-tone paint on F-150 XLT Lariat models.

A tachometer is standard on top-of-the-line F-Series XLT Lariat trucks and automatic hub locks will become standard equipment on F-250/350 4x4 models during the 1991-model year.

GMC

The Sierra leads GMC Truck's fleet lineup for 1991. Selling more

than 13,000 fleet units in the 1990 calendar year, the Sierra is equipped with a 4.3-liter Vortec V-6 engine with electronic fuel injection (1500 and 2500 series and models below 8,600 lbs. GVW); five-speed manual transmission with overdrive; independent front suspension, shift-on-the-fly Insta-Trac 4WD system on 4x4 models, and a rear-wheel anti-lock brake system.

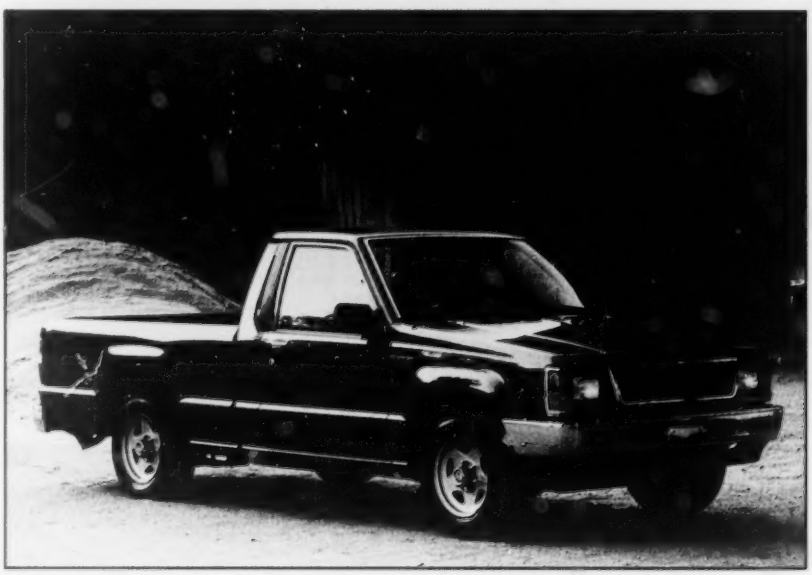
New options available for 1991 include an under-the-rail GM Duraliner bedliner on wideside Sierras, both the 6.5-foot and 8-foot boxes, and an analog instrument cluster with tachometer.

Coming in mid-1991 is an optional high-back bucket seat offered on regular cab Sierras in place of the current low-back bucket seat. Club Coupe models will still receive current low-back seats when bucket seats are ordered.

Also new for 1991 from GMC is the Class 4 Sierra 3500 HD with wheelbase offerings of 135.5, 159.5, and 183.5 inches.

The Sierra cab and chassis lineup for 1991 includes two- and four-wheel-drive 3500 series chassis-cab models with ratings up to 12,000-lb. GVWR. The long wheelbase, Heavy-Hauler commercial 3500 series chassis-cab version is offered with the 10,000-lb. and 11,000-lb. GVWR for two-wheel drive versions and 10,000-lb. and 12,000-lb. GVWR for four-wheel-drive models.

Mazda's B2200 and B2600i (shown above) pickups are equipped with power-assisted front disc/rear drum brakes and anti-lock braking systems. Three levels of equipment options also are available.



The 1991 Mitsubishi Mighty Max 2WD, above, features a 2.4-liter SOHC engine and standard features such as tilt steering and double-wall cargo box.

Mazda

Mazda's B2200 and B2600i pickups are available in 4x2 and 4x4 models in Regular and Cab Plus versions. Two-wheel-drive models are powered by a 2.2-liter engine while four-wheel-drive versions come standard with a 2.6-liter engine.

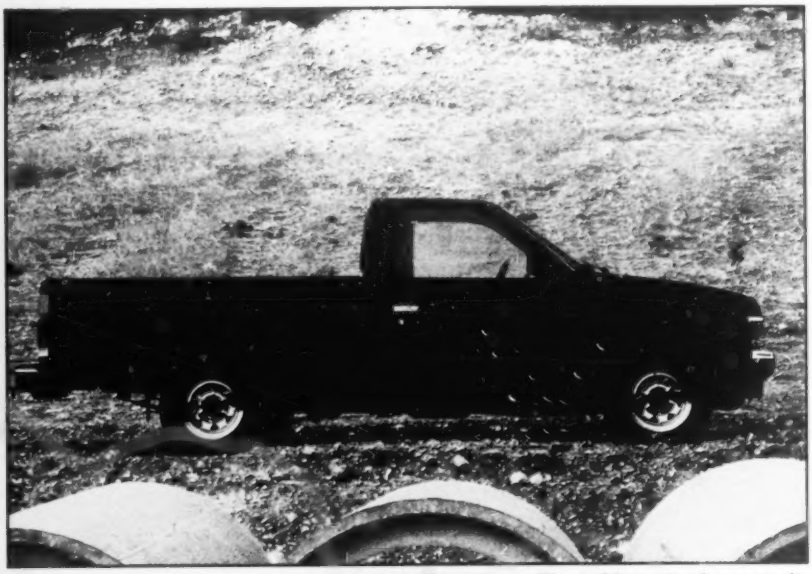
All Mazda pickups are equipped with power-assisted front disc/rear drum brakes, and combined with standard rear-wheel anti-lock brakes provide quick, skid-resistant stops. In addition, Cab Plus models include a six-foot cargo bed and reclining bucket seats.

Three levels of optional equipment are available and come with such features as rear step bumper, intermittent wipers, tachometer, and dual sport-type mirrors.

Mitsubishi

The 1991 Mitsubishi Mighty Max is available in two-wheel-drive and four-wheel-drive configurations. The Mighty Max 2WD features a 2.4-liter SOHC engine, optional two-wheel anti-lock brakes, and a special edition trim package. The 4WD version carries a 3.0-liter V-6 engine and rear-wheel anti-lock brakes as standard equipment.

Mitsubishi offers Mighty Max 2WD versions in three models: Mighty Max, Mighty Max Macro-cab, and Mighty Max One Ton. The special edition package for Mighty



Nissan's Hardbody comes in 4x2 and 4x4 configurations. The 4x2 has a towing capacity of up to 5,000 lbs., while the 4x4 can tow up to 3,500 lbs. and carry a payload of 1,400 lbs.

Toyota's Xtracab 2WD pickup, above, is powered by a 2.4-liter four-cylinder engine. A V-6 engine is available as an option. All 2WD models have an independent torsion bar front suspension and ABS on selected models.

Max and Mighty Max Macrocab comprises halogen headlights, front bumper, and tail lamp surround. Mighty Max and Mighty Max Macrocab offer a choice of five-speed manual gearbox or optional four-speed automatic transmissions while the Mighty Max One Ton has a five-speed gearbox only.

The Mighty Max 4WD comes with a part-time four-wheel-drive system which can be shifted from two- to four-wheel drive from the cab. A two-speed transfer case allows the driver to select high or low gears in four-wheel drive.

Standard features for all Mighty Max trucks include tilt steering wheel, double-wall cargo box, and cargo tie-down hooks.

Nissan

The 1991 Nissan Hardbody is available in 4x2 and 4x4 configurations and Regular Cab and King Cab body styles. The 4x2 Hardbody is fitted with a double-wall rust-resistant seamless cargo bed and has a towing capacity of up to 5,000 lbs., depending on the model. A five-speed manual overdrive transmission comes standard with a four-speed automatic available as an option. A 2.4-liter OHC four-cylinder engine comes standard on the 4x2 and 4x4 Regular Bed and King Cab versions, while a 3.0-liter OHC V-6 is standard on the Long Bed and SE-V-6 King Cab models.

The 4x4 Hardbody has a towing capacity of up to 3,500 lbs. and a payload of 1,400 lbs. For the 1991 model year, all Hardbody 4x4s come standard with a rear-wheel anti-lock braking system.

Toyota

Toyota's 2WD Pickup comes in Standard Bed, Long Bed, Xtracab, and One Ton models and is powered by a 2.4-liter four-cylinder engine with electronic fuel injection. A V-6 engine is available as an option.

All 2WD models employ an independent torsion bar front suspension and rear leaf-spring suspension. Toyota's rear-wheel anti-lock braking system is also available on all pickup models.

Payload ratings for the Toyota pickup range from 1,640 lbs. on Half Ton models to 2,510 lbs. on One Ton pickups.

Toyota 4WD trucks are designed for both on- and off-road use. Standard equipment on all 4WD models includes locking front hubs, skid plates to protect the transfer case and fuel tank, front end and rear guards, and a front tow hook.

Special optional feature packages for Toyota trucks include a power package with power windows, door locks, and dual power windows, a cruise control package, and a window package with sliding rear window and front cab vent windows. AF

USED-CAR PRICES

The following are average used-car prices for the period ending January 1, 1991. Prices are based on wholesale activity at major dealers across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of *Automotive Market Report.*

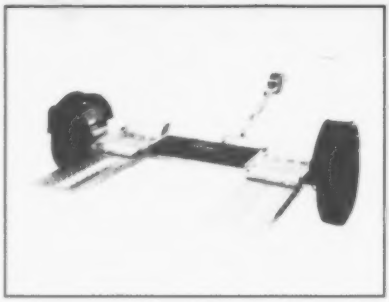
89 BUICK SKYHAWK			
Coupe	5,867	5,924	5,747
Sedan	5,947	6,008	5,829
88 BUICK SKYHAWK			
Coupe	4,874	4,923	4,775
Sedan	4,941	4,990	4,842
89 BUICK SKYLARK			
Cust Sedan	6,829	6,897	6,692
88 BUICK SKYLARK			
Cust Sedan	5,770	5,827	5,653
89 BUICK CENTURY			
Cust Sedan	7,119	7,190	6,977
88 BUICK CENTURY			
Cust Sedan	5,736	5,794	5,622
89 BUICK LESABRE			
Cust Sedan	9,198	9,290	9,014
88 BUICK LESABRE			
Cust Sedan	7,612	7,689	7,460
89 CADILLAC DEVILLE			
Coupe	15,440	15,594	15,132
Sedan	15,608	15,766	15,296
88 CADILLAC DEVILLE			
Coupe	12,219	12,340	11,974
Sedan	12,362	12,485	12,114
89 CADILLAC SEVILLE			
Sedan	15,606	15,763	15,293
88 CADILLAC SEVILLE			
Sedan	12,985	13,115	12,725
89 CHEVY BERETTA			
Coupe	6,732	6,801	6,598
89 CHEVY CORSICA			
Hatchback 4 dr.	6,415	6,480	6,287
88 CHEVY BERETTA			
Coupe	5,644	5,701	5,531
88 CHEVY CORSICA			
Sedan	3,968	4,008	3,888
89 CHEVY CAVALIER			
Sedan	5,507	5,563	5,397
88 CHEVY CAVALIER			
Sedan	4,582	4,629	4,490
89 CHEVY CELEBRITY			
Sedan	6,537	6,602	6,406
88 CHEVY CELEBRITY			
Sedan	5,180	5,232	5,078
89 CHEVY CAPRICE			
Sedan	7,378	7,451	7,229
88 CHEVY CAPRICE			
Sedan	5,983	6,044	5,865
89 CHRYSLER LE BARON			
Highline Sedan	6,642	6,708	6,507
88 CHRYSLER LE BARON			
Sedan	5,188	5,241	5,085
89 CHRYSLER NEW YORKER			
Sedan	10,469	10,574	10,261
88 CHRYSLER NEW YORKER			
Sedan	8,811	8,899	8,634
89 CHRYSLER FIFTH AVENUE			
Sedan	10,666	10,770	10,451
88 CHRYSLER FIFTH AVENUE			
Sedan	8,528	8,615	8,358
89 DODGE ARIES AMERICA			
Sedan	5,219	5,272	5,115
88 DODGE ARIES AMERICA			
Sedan	4,126	4,168	4,042
89 DODGE SHADOW			
Liftbk 5 Dr	5,535	5,590	5,423
88 DODGE SHADOW			
Liftbk 5 Dr	4,487	4,531	4,397
89 DODGE DYNASTY			
Sedan	7,947	8,027	7,787
89 FORD ESCORT			
Htchbk 4 Dr LX	4,827	4,875	4,730
88 FORD ESCORT			
Htchbk 4 Dr GL	3,759	3,797	3,684
89 FORD MUSTANG			
LX-4 Coupe	6,387	6,449	6,257
88 FORD MUSTANG			
LX-4 Coupe	5,256	5,309	5,151
89 FORD TEMPO			
GL Sedan 4 Dr	5,673	5,731	5,560
88 FORD TEMPO			
GL Sedan 4 Dr	4,634	4,680	4,541
89 FORD TAURUS			
GL Sedan 4 Dr	7,487	7,562	7,336
88 FORD TAURUS			
GL Sedan 4 Dr	5,982	6,044	5,863
89 FORD CROWN VICTORIA			
Sedan	9,838	9,936	9,641
88 FORD CROWN VICTORIA			
Sedan	8,014	8,094	7,852
89 THUNDERBIRD			
Coupe	8,865	8,953	8,687
88 THUNDERBIRD			
Coupe	7,231	7,303	7,086
89 LINCOLN			
Town Car Sedan	13,905	14,045	13,627
Mark VII LSC Coupe	15,092	15,244	14,792
Continental Sedan	14,945	15,095	14,647
88 LINCOLN			
Town Car Sedan	11,866	11,984	11,625
Mark VII LSC Coupe	13,125	13,256	12,863
Continental Sedan	13,325	13,459	13,058
89 MAZDA 626			
LX Sedan 4 Dr	9,042	9,133	8,862
89 MERCURY COUGAR			
LS Coupe	9,349	9,442	9,163
88 MERCURY COUGAR			
LS Coupe	7,697	7,775	7,544
89 MERCURY TOPAZ			
GS Sedan 4 Dr	5,826	5,884	5,709
88 MERCURY TOPAZ			
GS Sedan 4 Dr	4,730	4,777	4,635
89 MERCURY SABLE			
GS Sedan 4 Dr	7,546	7,621	7,394
88 MERCURY SABLE			
GS Sedan	6,094	6,155	5,972
89 MERCURY GRAND MARQUIS			
GS Sedan	10,377	10,480	10,169
88 MERCURY GRAND MARQUIS			
GS Sedan	8,642	8,727	8,469
89 MITSUBISHI MIRAGE			
Sedan 4 Dr	5,262	5,315	5,157
88 MITSUBISHI MIRAGE			
Sedan	3,806	3,843	3,730
89 NISSAN SENTRA			
Sedan 2 Dr	4,627	4,673	4,535
89 NISSAN STANZA			
E Ntch 4 Dr	7,840	7,918	7,683
89 NISSAN MAXIMA			
SE Sedan	13,030	13,160	12,770
88 NISSAN SENTRA			
Sedan 2 Dr	3,788	3,826	3,712
88 NISSAN STANZA			
E Ntch 4 Dr	6,320	6,383	6,194
88 NISSAN MAXIMA			
SE Sedan	9,974	10,073	9,774
89 OLDS CIERA			
Coupe	7,040	7,111	6,899
Sedan	7,119	7,190	6,977
88 OLDS CIERA			
Coupe	5,676	5,732	5,562
Sedan	5,736	5,794	5,622
89 OLDS CALAIS			
Sedan	6,259	6,322	6,135
88 OLDS CALAIS			
Sedan	5,742	5,800	5,628
89 OLDS CUTLASS SUPREME			
Coupe	7,696	7,774	7,542
88 OLDS CUTLASS SUPREME			
Coupe	6,709	6,776	6,576
89 OLDS 98 REGENCY			
Sedan	11,327	11,440	11,099
88 OLDS 98 REGENCY			
Sedan	9,062	9,153	8,881
89 PLYMOUTH RELIANT			
Sedan	5,195	5,247	5,091
88 PLYMOUTH RELIANT			
Sedan	4,126	4,167	4,044
89 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	5,535	5,590	5,423
88 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	4,483	4,527	4,394
89 PLYMOUTH GRAN FURY			
Salon Sedan	5,376	5,430	5,269
88 PLYMOUTH GRAN FURY			
Salon Sedan	4,342	4,385	4,255
89 PLYMOUTH ACCLAIM			
Sedan	6,382	6,446	6,255
89 PONTIAC SUNBIRD			
LE Sedan	5,800	5,858	5,684
SE Coupe	5,956	6,017	5,838
88 PONTIAC SUNBIRD			
SE Coupe	4,842	4,891	4,745
SE Sedan	4,909	4,957	4,809
89 PONTIAC 6000			
LE Sedan	6,752	6,819	6,617
88 PONTIAC 6000			
Coupe	5,280	5,333	5,174
Sedan	5,340	5,394	5,233
89 PONTIAC GRAND AM			
LE Sedan	6,816	6,884	6,680
88 PONTIAC GRAND AM			
Sedan	5,717	5,775	5,603
89 PONTIAC BONNEVILLE			
LE Sedan	8,957	9,046	8,779
88 PONTIAC BONNEVILLE			
LE Sedan	7,548	7,622	7,397
89 PONTIAC GRAND PRIX			
Coupe	7,780	7,860	7,625
88 PONTIAC GRAND PRIX			
Coupe	6,853	6,921	6,716
89 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	6,808	6,877	6,672
89 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	8,870	8,957	8,691
89 TOYOTA CRESSIDA			
Lux Sedan	14,038	14,178	13,757
88 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	5,711	5,768	5,596
88 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	7,596	7,671	7,441
88 TOYOTA CRESSIDA			
Lux Sedan	11,638	11,755	11,405
89 VOLKSWAGEN JETTA			
Sedan 4 Dr	7,428	7,503	7,280
88 VOLKSWAGEN JETTA			
Sedan 4 Dr	6,105	6,167	5,983
89 VOLVO			
240 DL Sedan	12,088	12,210	11,847
88 VOLVO			
240 DL Sedan	10,364	10,469	10,158

NEW PRODUCTS

can do to help make sure their vehicle will start on even the coldest winter morning. *The Shaler Co.*

Circle 226 on Inquiry Card

TRANSPORT VEHICLES ECONOMICALLY with the KarTote KT-175I and KT-200I car tow dolly models built for heavy-duty commercial and industrial use. The dollys eliminate the need for an extra driver during transport and save the expense of a one-ton truck. The KT-175I model can tow car sizes ranging from subcompact to mid-size, while the KT-200I accommodates vehicles up to full-size models, including pickups. In addition, front-wheel-drive vehicles can be transported with either dolly model. Both models have an all-steel, unitized, reinforced frame designed for the strength and durability needed for commercial and industrial applications. A galvanized finish re-



sists corrosion and requires little maintenance. Fenders are made from polyethylene plastic that resists wear and tear. In addition, both models feature a torsion axle with a built-in suspension system that reduces bouncing when an empty unit is being towed. *Automatic Equipment Manufacturing Co.*

Circle 227 on Inquiry Card

TROUBLESHOOT COMPUTER CONTROLLED SYSTEMS with the Tech 1, an interactive, bidirectional hand-held tester. Designed for use on GM, Chrysler, Ford, Isuzu, and Suzuki vehicles, the Tech 1 specializes in the diagnoses of GM systems providing testing developed in conjunction with General Motors Service Engineering for the diagnostics of all the latest computer control systems such as: the 4T60E electronic transmission, the Delco-Moraine anti-lock brake systems DM III and DM VI, and the Functional Test Directors for the automated testing of engine systems. In addition, the Tech I supports all standard "scanner" features. Additionally, the Tech 1 allows the user to control outputs such as EGR valves and torque converter clutches for many systems, helping the technician to quickly pinpoint the cause of the problem. A one-year warranty accompanies the Tech 1. *Vetronix.*

Circle 228 on Inquiry Card

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GAS PRICES

UNLEADED GAS
Cost Per Gallon

City	Full-Serve	Self-Serve
Fort Smith, AR	145.6¢	109.2¢
San Jose, CA	177.4	133.2
New Haven, CT	161.2	138.4
Jacksonville, FL	169.2	124.5
Gainesville, FL	130.9	114.4
Waterloo, IA	167.9	127.9
Boise, ID	140.7	123.9
Indianapolis, IN	139.9	112.9
New Orleans, LA	164.7	126.7
Baltimore, MD	169.5	134.7
Kansas City, MO	138.2	102.1
Charlotte, NC	147.4	123.9
Las Vegas, NV	178.4	157.8
Philadelphia, PA	153.6	133.1
Milwaukee, WI	145.5	113.6

The average U.S. full-serve gasoline price for the month of January was 149.5 cents per gallon.
The average U.S. self-serve gasoline price for the month of January was 128.3 cents per gallon.
Survey conducted during the first five working days of January 1991.
Supplied by Runzheimer International, Runzheimer Park, Rochester, WI.